



## Dr. Paul Whitesell on “Leadership & Survival”

### Leadership: A Full Circle

Management has to do with keeping a status quo, through systems and processes. Leadership has to do with being innovative and creative about accomplishing a specific task. They are two parts of a larger whole. Managers keep the thing running. Leaders do something along the way. Managers deal with processes, equipment, and systems. Leaders guide a group of people into a common task that addresses a life's purpose.

I was just about done with the Masters level therapy training, and there was a lady in my group who I had matriculated through the entire experience with. She was by far brighter than the rest of us, by far! A natural leader. I recall distinctly that on one occasion, and we were about done with the program, she asks our mentor a question: “How do you know when you have fully arrived as a psychotherapist?” In other words, how do you know when you've gotten enough education in mind that you are competent enough to go out and affect lives? The rest of us in class said, to ourselves, “Ya, ya, what she said!” But nobody said anything out loud.

The therapist took a deep breath, took his glasses off, disgusted, and said: “My dear woman, you have missed the entire point of your education. We don't teach you to be a psychotherapist, we teach you to think like one.” And everybody's heart dropped! Not one of us had the guts to say, “We thought the same thing Nancy did.” We just let her flounder, and it devastated her. Put her to tears, as a matter of fact. Now afterward, after the old patriarch was gone, then we said what a big SOB he was.

***We can't teach you to be a leader. We can teach you to act like one. We can teach you to think like one. But we can't teach you to be one.***



The point he made, however, is we can't teach you to be a leader. We can teach you to act like one. We can teach to think like one. But we can't teach you to be one. You can only think like one. In order to think like one you must have a certain sense of people. You can borrow. Find out what the research has to say. Find what

you can do that has the best probability of getting the cooperation required, so that others will join with you at your task.

Patton said, this is a quote, “It's leadership that gets things done. I've got it, but I'll be damned if I can tell you what it is.” I can give a long list of “this guy said,” and “that guy said,” but the point he makes sums it up as well anything I know of. He's got it, he recognizes it when he sees it, he recognizes it to be the ultimate thing that gets things done, but he can't describe it, and he himself had it. And this is a man who practiced hours trying to present himself well. Spent his entire life terribly afflicted with a high-pitched voice that did not match his leadership ability. But he tried to overcome it with competence, and physical demeanor.

***If you keep your POISE, that means you keep your intellect. If you keep your BEARING, that means you keep a bridle on your verbal and non-verbal cues. If you have good CHARACTER, that means your disposition is to do quality things in life and for people. And ACTION is how you conduct what your character brings out. So you have gone from the world coming to you, full circle to what you give the world.***

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Remember that people gravitate toward those they admire, respect, look and act as they would like to look and act



themselves. There are four things that are widely regarded to be essential, no matter what your leadership style, that must run parallel to whatever your style is, or your leadership efforts are not likely to be successful.

The first is POISE, by which I mean stature and status. Poise is the balance you keep when things knock you off center. Most people are reactive, if someone is angry with them then they get angry back. You hit me, I hit you; you insult me, I insult you; this is the rule of reciprocity. But poise is when you don't get pulled into the emotion of the moment. Poise is the intellect of the world. If somebody says something challenging to you, instead of firing back a challenging defense, your poise takes over. You field it, and you think to yourself, "Woe! That was a peculiar comment, what brought that on?" Poise is the ability not to jump on an affront with both feet just because you can.

Second is BEARING. While poise is the ability to see the third person, to be abstracted, to think beyond the emotion, bearing is the symbols of that process taking place—how you stand, how you present yourself. Bearing is holding off the emotion of reciprocity in your face and saying to the other person, "That's out of line, I'm not sure what that's about, but we need to discuss that. This isn't the place or the time, but hold that thought." Poise is how you process. Bearing is how you stand or how you present yourself.

Third is CHARACTER. Character is a certain predictability we commonly call personality. Belligerent or affable, selfish or generous, etc., you fit one of those. It's what you are made of,

who you are, what you are about. Giving back a billfold you found in the parking lot is just one aspect of your character—that you are righteous. It is knowing that, in a general case, this is what a person is like.

Fourth is ACTION. Action is how you display your character on your own inertia. Poise and bearing are a measure of reaction, when the world comes at you. If you keep your poise, that means you keep your intellect. If you keep your bearing, that means you keep a bridle on your verbal and non-verbal cues. If you have good character, that means your disposition is to do quality things in life and for people. And action is how you conduct what your character brings out. So you have gone from the world coming to you, full circle to what you give the world.



***Happiness in life is not dodging troubles, trials, and tribulations—it's managing them.***

I happened to catch a film clip of John Kennedy, just in passing. He was at a podium addressing the press corps, and you may recall there was a lady in the press corps who was pretty much the matriarch. A heavy set lady who wore a pancake kind of hat, and she had been around a long time. There were serious issues about and this lady stands up to ask a question. She asks a two-part question totally out of character for the business and tenure of the moment. One, "Do you enjoy the presidency of the United States?" and two, "If you do, would you recommend it to your best friend?" Now that question was so out of character that everyone in the press corps kind of laughed.

Kennedy himself looked down, big old toothy grin, fidgets about, and lets the laughter die off. If you know your non-

verbal cues, that tells you the man just went deep. He didn't stay surface and keep the persona going, he went deep, he went inside. He came up, leaned on one elbow, and said, "Yes to the first question and no to the second," and everyone laughed. He pointed to the other side of the room; he was done with that question and wanted to get as far away as he could get. Somebody else jumped up and asked a serious question, but she yelled out, "Mr. President! Mr. President!" The press corps deferred, because she was the matriarch.

He sighed as he called her name, because he went deeper the first time than he had wanted to. She drew him in, she said, "If you like the job with all the trouble it's about, why wouldn't you recommend it to your best friend? How do you manage all this trouble?" This time there is no laughter because that was a serious question, and too personal. This time he goes down, no toothy grin, fidgets, he's thinking, you can see the tapes are running. This time he comes up with blaring demeanor.

You must recall he had been a military officer, in combat, so he long ago had the precept that he was responsible for what his people did and what happened to them. And what he said was so noble he wouldn't even accept responsibility for it. He said, "It has long been the purpose of this administration to exercise the full use of power along the lines of excellence." Now he pointed away, and he was done, and by-God he was done! He went so deep that you could hear a pin drop!

But did you hear what he said: "The full use of power along the lines of excellence!" That is right off the mountaintop in Eastern religion. Happiness in life is not dodging troubles, trials, and tribulations, it's managing them. Why me? Because it's your turn! Without pain, misery and suffering you cannot grow. For a person to be put upon in life, it is an opportunity to grow, and you will only have an opportunity to grow in life when you are in misery.

### **Survival: A Matter of Control**

If what you want in the world and what you find in the world are one in the same, and they are superim-

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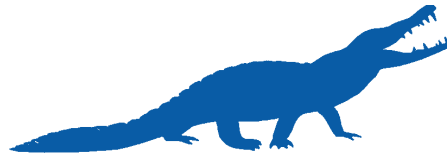
posed, you will not be anxious. If you are not anxious, you are not motivated to change a thing in your life—you will stay that way until you draw your last breath. But if you must face desperate situations, know that there is a human propensity under danger that cannot be tolerated, and you will do things to reduce the anxiety.

In this occupation there are people out there, even as you are reading this, that are training to kill you. So your actual safety and perceived safety are a schism. If it's a schism a little bit, you're a little anxious, and you'll think about training. If it's a schism a lot, you're a lot anxious, and you'll do some training. No organism can withstand a schism, not for very long. People rectify this in different ways.

If you go out and train you will bring your actual and perceived safety back together. Because what you want in the world, which is to live a long and happy life, and what you expect to find, which is success in your endeavors, are good to go. But training takes money, takes effort, takes sweat, takes blood, and most police will not do that. Another thing you can do is get out of the profession, but most won't do that either. Here's what most police do, they realize there's danger out there, so they just ignore and make fuzzy the potential danger.

This human propensity to ignore danger is universal. There was a study being conducted, in India, by a group of American researchers who were amazed by a village's ambivalence to danger. These Indian villagers, who use a river for cleaning and just about everything else, will totally ignore the threat of crocodiles. Even after someone is taken down by a crocodile, the villagers who witnessed the incident will step right back in the river to continue what they were doing—while there is still blood in the river! The American researchers thought this was highly unusual behavior, but they are missing the bigger perspective. Americans do the same thing every time they pass a horrific traffic accident. They slow down for about five seconds,

then speed right back up without a thought, oblivious in their delusion that "It can't happen to me."



***Here's what most police do, they realize there's danger out there, so they just ignore and make fuzzy the potential danger.***

It's true that police are the ones out there, closest to the battle lines. But they are not everyday engaged. So when all of a sudden a gun comes up, the schism comes back in full force. To the blind all things are sudden. If police aren't constantly training and preparing, the limbic system kicks in—which is the emotional brain—and it gives you only three options: *fight*, *flight*, and what most people have not heard of is *freeze*. One-third of people who die in this profession do absolutely nothing except stand there and witness their own death. They don't do a thing but stand there like a deer in the headlights, because all of a sudden the schism comes back—WHAM! It's called hypervigilance, and there's a reason for it—if you're not constantly watching-out for danger, you'll never see it coming.



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What police leaders, and the officers themselves, need to do is remind everyone that there is danger about. How do you do that? You read, stay abreast of training, and then make copies of good material to send through the officer's

mailboxes. You might tell them, "Are you aware that one-third of officers who die in this profession never do anything except stand there and watch their own demise? Keep training!" You put a route slip on it so everybody in your unit has to read it and sign-off on it. The officer can try really hard to ignore the schism between reality and his abilities, but if every time he turns around there is another notice coming through his box he can't afford that. Someone must be responsible to bang the drum, because if you leave it up to them they will do something other than prepare.

***Hypervigilance, there's a reason for it—if you are not constantly watching-out for danger, you'll never see it coming.***

Human beings are the most dangerous predator the world has ever known, with stereoscopic vision, bipedal locomotion, prehensile thumb, and huge cranium. A pack of men are the most dangerous element on the earth. There is no animal known that will not flee the presence of a gang of men, none, not elephants, not even crocodiles. Police must keep each other aware of what they are and what they are called to do. It's a fine line—you don't want to make police officers paranoid and abusive, but you must keep them aware of the dangers, and that they are not alone. We are 650,000 women and men strong, brothers and sisters under the tin—that they must be made aware of. Most police officers couldn't tell you how many of them there are. Keep them capable, because it will be their worse fear that they are not.

***What have you done in the last three days to enhance your survival if you run into trouble out here?" I ask that question everywhere I go, and I can tell when they're lying, and that's what they do if they answer me at all.***

Leaders must ask their officers from time to time what they are doing to enhance their survival. Remember that a man or woman's name is the most important

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thing to them in times of trouble, so you ask them "Brad, what are you doing to enhance your survival? What have you done in the last three days to enhance your survival if you run into trouble out here?" I ask that question everywhere I go, and I can tell when they're lying, and that's what they do if the answer me at all. Most of the time they do nothing. They try to avoid facing that schism between their ability and the danger they could encounter.

Encourage training. You would be amazed at how many supervisors and managers do not encourage training. They worry more about budgets than they do the survivability of their assets. And don't you think for one by-God moment that your troops won't recognize that fact! The ones you will make angry the most are those people who live at the top-ten plus side of the performance mean. Don't think that when they put in for schools and you tell them "no" that they won't recognize a bullshit reason when you give them one. If it's been five, six or ten years since you've been on their side of the perspective, get a re-grip. They know the difference.

***When adrenaline hits their intellect will go, emotion will be ready to come forth. You have to be the man or woman with the plan to keep everybody in order—otherwise they will turn into a flock of chickens on you!***

When they go to training, get your money's worth. Ask your subordinate to teach other officers when they get back. Tell them, "I'm sending you to that school because I care about you and, because I can't go, I want the five most critical points of that discourse. I'm going to rely on you to bring back the benefits of that training." If you just check-up on them, they'll resent it. But asking them to teach other officers ensures that they are paying attention instead of nodding. It also makes them aware that you are serious about training. Also, if they teach others, they remember it better. So you are doing them a favor, really, against their intentions perhaps.

***If one officer develops uncontrolled aggression, it will spread throughout... Now you've got a rabble!***

If you are with a group of officers and there is trouble about, you are in somebody's bulls-eye, you are in the eye of the storm, remember that their adrenaline is going to hit and they are going to be ready to spike. When adrenaline hits their intellect will go, emotion will be ready to come forth. You have to be the man or woman with the plan to keep everybody in order—otherwise they will turn into a flock of chickens on you! You can smell adrenaline. Animals can smell it; humans can smell it. If one officer develops uncontrolled aggression, it will spread throughout (the Rodney King incident, for example). When the limbic system and the cortex are trying to decide, through the reticular activating system, which way they're going to go—fight, flight or freeze, or up to the cortex where you've got all the intellect—they are looking for whether or not you have control.

If a leader stands out, and can symbolize and present with their demeanor, and poise, and character, and ability, that everyone is all right and that they have options, and if everyone just hangs-on they'll be good to go, then they will shift to the cortex and they will maintain self-control. However, if the leader shows through his non-verbal cues that he is lacking poise, character, and deportment, then followers can lose their self-control. They are likely to go to the emotional brain, the limbic system. Then they are reduced to fight, flight or freeze. Now you've got a rabble! You have got to be able to stand there, square shouldered, with your feet apart, look at what's coming dead in the eye, and confident, willing to risk all, and willing to take them with you. Then they will stay with you. ■

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## **How The Frontline Police Sergeant Maintains Control and Promotes Self-Discipline in Their Officers**

- 1. Understand your disciplinary responsibilities.** The road to success as a sergeant entails much more than simply being liked by the officers under your command. Judgement, fairness, and knowledge of the job provide the foundation upon which a sergeant earns respect. These traits provide the best means of ensuring the self-discipline of police officers.
- 2. Make sure employees receive sound instruction.** The officer who is half-taught is half-disciplined. Discipline means knowledge. Officers expect sergeants to provide them with the information, guidance, and coaching needed to increase their effectiveness, improvement and advancement.
- 3. Insist on high standards of performance.** The police officer who is allowed to perform at a mediocre level in times of calm will not be able to maintain self-discipline and perform at an exceptional level in times of stress.
- 4. Maintain effective communication.** Effective communication begins the first day a sergeant and officer work together. Start by making sure that the officer understands all department rules and regulations and the reasons behind them. Recognize accomplishments early and remember that two-way communication breeds respect and is the hallmark of constructive discipline.
- 5. Enforce discipline fairly.** Do not ignore any discipline problems. A capable sergeant sees to it that all rules apply equally to all people. There should be no favorites.
- 6. Set the example for discipline.** Self-discipline begins with the sergeant. You cannot expect discipline from others if you are not disciplined yourself. The disciplined sergeant plans ahead and is organized. There is no lost motion or indecision.

*These six principles for discipline are from the book "Police and Policing," 1999.*

# Clandestine Lab Bulletin: Safety Alert

In the last ten years, methamphetamine has made a comeback throughout the western part of the United States and is working its way eastward. In the last few years, we have seen a dramatic increase in methamphetamine arrests and laboratory seizures in Michigan and the surrounding areas.

Methamphetamine is a strong central nervous system stimulant much like cocaine. It can be snorted, smoked, injected, or eaten. Its effects can last from 8 to 24 hours.

Following are some of the hazards associated with the manufacture and use of methamphetamine. This includes the psychological and physiological effects of use as well as the dangers involved in the manufacturing process:

## Psychological Effects

- Can resemble paranoid schizophrenia
- Anger
- Panic
- Delusions
- Repetitive behavior patterns
- Auditory and visual hallucinations
- Moodiness
- Excessive talking and movement
- Overuse can result in homicidal or suicidal thoughts

## Physiological Effects

- Increased heart rate
- Increased blood pressure
- Increased body temperature
- Dry, itchy skin
- Open sores (crank bugs)
- Convulsions
- Brain damage
- Heart, kidney, and lung disorders

## Products Used in Production

- Anhydrous ammonia
- Lye (Red Devil, Drano, other drain cleaners)
- Ephedrine/pseudo-ephedrine (Sudafed, cold tablets, decongestants, bronchial dilators, Mini-Thins)
- Solvents (ether, toluene, denatured alcohol, Coleman fuel)
- Iodine
- Coffee filters
- Aluminum foil
- Red phosphorous (matchbook covers, flares)
- Lithium metal (camera batteries)

## Lab Indicators

- Strong odor of chemicals
- Neighborhood complaints of strange smells
- Heavy fortification of home such as bars on windows
- Suspicious vehicle traffic
- Unusual hours of activity
- Chemical cans or drums in the yard
- People leaving the building to smoke
- Open windows in cold weather
- The smell of cat urine outside

Methamphetamine production in Michigan is increasing. New chemicals and methods enable clandestine laboratory operators to increase product purity and domestic production. As a result of the proliferation of clandestine methamphetamine labs, the public and the environment are increasingly exposed to the dangers of explosions, toxic chemicals, and other lethal by-products of illicit drug manufacturing.

REMEMBER, methamphetamine labs are hazardous material sites and pose potential life threatening risks to public safety personnel.

If you encounter or suspect a methamphetamine lab, please call **1-866-METH-TIP** for assistance. 📞

## “Sometimes You’re Just Moe!”

by F/Lt. Howard Powers,  
Training Division

In Dr. Paul Whitesell’s excellent article on “Leadership and Survival,” he comments that when hard times or hard work befall us we often ask ourselves, “Why me?” I learned the answer from my son when he was around 4-years-old.

I was in bed sleeping when my son started to shake me, saying “Papa get up, Papa get up.” It was still quite early, and I was tired, so I naturally said, “Why don’t you ask your mother to get up?”

But my son said, “No, you’re Moe, you have to get up.” In my half-sleep daze I mumbled, “What are

you talking about?” My son repeated, “You’re Moe, Mama is not Moe, you have to get up!” I said, “What do you mean, I’m Moe?” So he points at my wife and starts, “Eanie-Meanie-Minie-Moe...you’re Moe, you have to get up!”

So now, whenever I seem to get the short end of the stick, and I find myself asking — “Why me?” — my son’s prophetic response jumps to my mind: Because Sometimes You’re Just Moe. 🐼

## Tuebor is on the Web!

The Tuebor is now accessible, with Adobe Acrobat Reader, through the Michigan State Police Training Division Intranet site, or via the Internet at [www.msp.state.mi.us/division/academy](http://www.msp.state.mi.us/division/academy)

Number of Copies Printed: 4,400  
Total Cost: \$388.00 Cost Per Copy: \$0.088

# Police Commissioner Theodore Roosevelt

"It is very rough work," what's needed is "honesty, decency, and courage," Theodore Roosevelt said of the police officers' job while he was President of the Board of Police Commissioners in New York City, May 6, 1895 - April 19, 1897. Roosevelt took a police department known for its corruption and changed it into one of the finest, and he did so by recognizing and promoting those frontline patrolman who did the real police work of serving the public, exposing themselves to danger, and maintaining their virtue throughout. In fact, Roosevelt was reluctant to give decorations to any rank above enlisted, stating that anyone who had reached the higher echelons had already received sufficient reward.

Recognizing that a small minority of police officers were making all the others look bad, TR became very protective of the police officers' reputation and worked to root-out those individuals who did not deserve to be on the force. Said Roosevelt, "I wish to make every honest and decent member of the force feel that he has in me a firm friend." Roosevelt took to wandering around the city, incognito, on inspection tours he called "midnight rambles." He disciplined or discharged those he found to be on the take, being abusive, "romancing" on duty, or those he called "loafers." But Roosevelt would defend, with equal zeal, any officer who was being accused simply because he had in-

curred someone's animosity by doing his duty, or because the officer had made an honest mistake.

TR recognized training as the key to professionalizing the department, and he was quite innovative in pursuing it. Roosevelt was one of the first to use military training in law enforcement to develop character, to fight against police corruption and police abuse of force: "The police service is military in character, and we wish to encourage the military virtues...of strong physique, resolute temper, sober, self-respecting, self-reliant, with a strong wish to improve themselves." After some near drownings where police made rescues, because New York is surrounded by water, TR would be the first in history to promote police-swim-training.

Nightsticks had been taken away prior to Roosevelt's appointment due to the horrifying tales told by innocent citizens who had been clubbed. Despite this, Roosevelt found it necessary to bring nightsticks back, but things would now be different. In responding to citizen concern at their reinstatement, TR stated "The nightsticks are in and they will stay" but if any patrolman does not "use them right," they would be held strictly accountable and even dismissed. Under Roosevelt, firearms instruction became mandatory, a NYPD first. Said Roosevelt: "Numerous accidents on record in this department from care-

less handling of revolvers, and the not infrequent injury to innocent persons in the public street, emphasizes the importance of this instruction; while, upon the other hand, when it becomes necessary for an officer to protect his own life, or to apprehend a dangerous criminal, he must be able not only to shoot promptly but to shoot well."

Almost 100-years before community policing would become a philosophy, Roosevelt would do more than have community meetings to find problems: "It is one thing to listen, it is quite another actually to see." Roosevelt would personally go into neighborhoods to ascertain problems; of most concern to him were the conditions that children were growing up in.

TR highly regarded the roundsman or sergeant, who shouldered the responsibility for seeing that patrolman carried out their duties. He also held them highly accountable: "We shall judge you by the discipline of the men under you." More than any other police position, Roosevelt was taken by the frontline patrolman, and he devoted more than five pages of his autobiography to chronicling their heroism. The following speech, "Citizenship in a Republic," delivered at Sorbonne, Paris April 23, 1910, is symbolic of Roosevelt's reverence for "the man who is actually in the arena." 🐻

**"It is not the critic who counts;  
not the man who points out how the strong man stumbles,  
or where the doer of deeds could have done them better.  
The credit belongs to the man who is actually in the arena,  
whose face is marred by dust and sweat and blood;  
who strives valiantly; who errs, and comes short again and again,  
because there is no effort without error and shortcoming;  
but who does actually strive to do the deeds;  
who knows the great enthusiasms, the great devotions;  
who spends himself in a worthy cause;  
who at the best knows in the end the triumph of high achievement,  
and who at the worst, if he fails, at least fails while daring greatly,  
so that his place shall never be with those cold and timid souls  
who know neither victory nor defeat."**

— Theodore Roosevelt

(Suggested reading: "Commissioner Roosevelt," by H. Paul Jeffers.)

